

SWOT Analysis as an Organizational Development Strategy for Morowali Regency

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Abstract

This research aims to analyze SWOT as a strategy for organizational development in Morowali Regency. This research uses a combined approach between qualitative methods to gain a comprehensive understanding of the SWOT factors that influence organizations. Purposive sampling technique was used to determine informants, involving government officials, organizational members, stakeholders and related experts who have in-depth knowledge of Morowali Regency. Data collection was carried out through direct observation, interviews and document study. The data collected includes the opinions, views, experiences of informants, as well as numerical data related to the organization and SWOT factors. Data analysis was carried out using the SWOT analysis method which identifies and analyzes the strengths, weaknesses, opportunities and threats faced by Morowali Regency. The results of the SWOT analysis will provide a comprehensive picture of the current situation and become the basis for formulating organizational development strategies that are appropriate to the conditions of Morowali Regency. It is hoped that this research can contribute to strengthening organizational development and improving the performance of Morowali Regency in achieving its strategic goals.

Keywords | SWOT analysis, development strategy, organization, Morowali Regency

INTRODUCTION

Morowali Regency is a district located in Central Sulawesi Province, Indonesia. Along with the times and demands of globalization, Morowali Regency needs to carry out strategic development to improve community welfare and achieve sustainable development goals.

In this context, SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis can be an effective tool for evaluating the internal and external conditions of Morowali Regency organizations. SWOT analysis helps identify the organization's internal strengths and weaknesses, as well as external opportunities and threats that can affect the organization's progress and success.

By conducting a SWOT analysis, Morowali Regency can explore internal potential and advantages that can be used as a basis for developing appropriate policies and strategies. Internal advantages such as quality human resources, natural resource potential, adequate infrastructure, and rich local culture, can become capital to improve strategic sectors such as tourism, agriculture, industry, and investment.

On the other hand, SWOT analysis also helps in identifying external factors that can influence the development of Morowali Regency. Opportunities such as central government support, potential foreign investment, and increased infrastructure connectivity can be factors that support development. Meanwhile, threats such as global competition, climate change and political instability can become challenges that must be overcome.

By understanding the internal and external conditions revealed through SWOT analysis, Morowali Regency will have a better understanding of the organization's position and potential. This will enable them to develop development strategies that focus on



exploiting internal strengths, overcoming weaknesses, exploiting existing opportunities, and dealing effectively with threats.

Thus, SWOT analysis can be a valuable tool in formulating organizational development strategies for Morowali Regency that are sustainable, competitive and adaptive to environmental changes.

Morowali Regency is a district located in Central Sulawesi Province, Indonesia. This district consists of several sub-districts which have villages and sub-districts as their administrative units, there are 9 villages in Wita Ponda District, 13 villages in Bumi Raya District, 10 villages in West Bungku District, 13 villages and 6 sub-districts in Bungku Tengah District, 10 villages in East Bungku District, 12 villages in Bahodopi District, 10 villages in Bungku Pesisir District, 26 villages in South Bungku District, and 23 villages and 1 sub-district in Menui Islands District, the area of each sub-district. Wita Ponda District has an area of 519.70 square kilometers, Bumi Raya District has an area of 504.77 square kilometers, Bungku Barat District has an area of 758.93 square kilometers, Bungku Tengah District has an area of 725.57 kilometers. square, Bungku Timur District has an area of 387.23 square kilometers, Bahodopi District has an area of 1,080.98 square kilometers, Bungku Pesisir District has an area of 867.29 square kilometers, Bungku Selatan District has an area of 403.90 square kilometers. square kilometers, and the Menui Islands District has an area of 223.63 square kilometers.

Overall, there are 126 villages and 7 sub-districts in Morowali Regency with a total area of 5,472 square km. The following is the table:

Table 1. Division of Administrative Areas of Morowali Regency

No.	Subdistrict	Number of Villages/Subdistricts		Area (KM2)
		Village	Ward	
1	2	3	4	5
1.	Wita ponda	9	-	519.70
2.	Bumi Raya	13	-	504.77
3.	Bungku Barat	10	-	758.93
4.	Bungku Tengah	13	6	725.57
5.	Bungku Timur	10	-	387.23
6.	Bahodopi	12	-	1,080.98
7.	Bungku Pesisir	10	-	867.29
8.	Bungku Selatan	26	-	403.90
9.	Menui Kepulauan	23	1	223.63
AMOUNT		126	7	5,472.00

Source: BPS Morowali in 2022 figures

Then the Population as a potential for Morowali Regency. The population of Morowali Regency based on the latest data from the Morowali Regency Population and Civil Registry

Service for 2022 is 170,415 people. Based on a total area of 5,472 Km², the population density of Morowali Regency is around 31.14 people/Km².

The population structure according to gender in Morowali Regency can be said to be quite balanced where the number of men is 92,403 people (54.22%) and women are 78,012 people (45.77%).

The population per sub-district can be seen in the following table:

Table 2. Number of Population by District in Morowali Regency in 2022

No.	Subdistrict	Man	Woman	Amount
1	2	3	4	5 = (3+4)
1.	Menui Kepulauan	6,856	6,746	13,602
2.	Bungku Selatan	7,429	7,111	14,540
3.	Bahodopi	22,905	14,793	37,698
4.	Bungku Pesisir	3,722	3,345	7,067
5.	Bungku Tengah	16,986	14,961	31,947
6.	Bungku Timur	6,994	6,389	13,383
7.	Bungku Barat	7,974	6,685	14,659
8.	Bumi Raya	8,473	7,824	16,297
9.	Wita Ponda	11,064	10,158	21,222
TOTAL		92.403	78,012	170,415

Source: Population and Civil Registry Service 2022

The number of Morowali Regency Regional Government Employees based on Regional Apparatus work units is 3,249 consisting of the Regional Secretariat, DPRD Secretariat, Services, Agencies and other technical institutions which can be seen in the following table:

Table 3. Number of Civil Servants (PNS) in Morowali Regency in 2022

No	Institution	Gender		Amount
		Man	Woman	
1	2	3	4	5=3+4
1	Sekretariat DPRD Kab. Morowali	19	14	33
2	Sekretariat Daerah Kab. Morowali	73	30	103
3	Inspektorat Daerah Kab. Morowali	32	19	51
4	RSUD Kabupaten Morowali	46	177	223
5	Rumah Sakit Umum Pratama Paku	8	7	15
6	Satuan Polisi Pamong Praja Kab. Morowali	19	5	24



7	Dinas Pendidikan Daerah Kab. Morowali	39	17	56
8	Dinas Kesehatan, Pengendalian Penduduk dan KB Daerah Kab. Morowali	65	304	369
9	Dinas Perikanan Daerah Kab. Morowali	21	14	35
10	Dinas Pertanian dan Ketahanan Pangan Daerah Kab. Morowali	65	33	98
11	Dinas Sosial Daerah Kab. Morowali	13	8	21
12	Dinas Transmigrasi dan Tenaga Kerja Daerah Kab. Morowali	18	10	28
13	Dinas Koperasi, Usaha Mikro Kecil dan Menengah Daerah Kab. Morowali	14	8	22
14	Dinas Perdagangan dan Perindustrian Daerah Kab. Morowali	12	13	25
15	Dinas Perhubungan Daerah Kab. Morowali	29	1	30
16	Dinas Komunikasi dan Informatika Daerah Kab. Morowali	14	3	17
17	Dinas Pekerjaan Umum dan Penataan Ruang Daerah Kab. Morowali	40	15	55
18	Dinas Perumahan, Kawasan Permukiman dan Pertanahan Daerah Kab. Morowali	24	11	35
19	Dinas Kependudukan dan Pencatatan Sipil Daerah Kab. Morowali	10	15	25
20	Dinas Pemuda, Olahraga dan Pariwisata Daerah Kab. Morowali	22	11	33
21	Dinas Pemdes, P2 dan PA daerah Kab. Morowali	16	14	30
22	Dinas Penanaman Modal dan PTSP Daerah Kab. Morowali	13	11	24
23	Dinas Lingkungan Hidup Daerah Kab. Morowali	18	14	32
24	Dinas Perpustakaan dan Kearsipan Daerah Kab. Morowali	11	18	29
25	Badan Pengelolaan Keuangan dan Aset daerah Kab. Morowali	14	17	31
26	Badan Pengelolaan Pendapatan	19	8	27

	daerah Kab. Morowali			
27	Badan Perencanaan Penelitian dan Pengembangan Daerah Kab. Morowali	19	19	38
28	Badan Kesatuan Bangsa dan Politik Daerah Kab. Morowali	11	11	22
29	Badan kepegawaian dan Pengembangan SDM Daerah Kab. Morowali	13	17	30
30	Badan Penanggulangan Bencana Daerah Kab. Morowali	16	5	21
31	Kantor Camat Menui Kepulauan	33	13	46
32	Kantor Camat Bungku Selatan	26	5	31
33	Kantor Camat Bungku Pesisir	18	4	22
34	Kantor Camat Bahodopi	23	16	39
35	Kantor Camat Bungku Timur	11	5	16
36	Kantor Camat Bungku Tengah	42	38	80
37	Kantor Camat Bungu Barat	18	8	26
38	Kantor Camat Bumi Raya	17	8	25
39	Kantor Camat Wita Ponda	13	8	21
40	Dinas Pendidikan Kec. Menui Kepulauan	130	110	240
41	Dinas Pendidikan Kec. Bungku Selatan	60	59	119
42	Dinas Pendidikan Kec. Bungku Pesisir	27	35	62
43	Dinas Pendidikan Kec. Bahodopi	44	66	110
44	Dinas Pendidikan Kec. Bungku Timur	49	82	131
45	Dinas Pendidikan Kec. Bungku Tengah	80	206	286
46	Dinas Pendidikan Kec. Bungku Barat	38	85	123
47	Dinas Pendidikan Kec. Bumi Raya	29	94	123
48	Dinas Pendidikan Kec. Wita Ponda	57	110	167
Amount		1,448	1,801	3,249

Source: Data from the District Personnel and Human Resources Development Agency. Morowali in 2022

Morowali Regency Regional Government Employees by gender and education:



Table 4. Morowali Regency Civil Servants (PNS) According to Education Level and Gender in 2022

No.	Education	Gender		Amount
		Man	Woman	
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5=(3+4)</i>
1	Elementary School	0	1	1
2	SMP/Equivalent	8	2	10
3	High School/Equivalent	426	254	680
Amount		434	257	691
4	Diploma I	3	10	13
5	Diploma II	48	74	122
Amount		51	84	135
6	Diploma III/ Bachelor's Bachelor	59	276	335
Amount		59	276	335
7	Diploma IV	7	24	31
8	S 1	779	1094	1873
9	S 2	109	72	181
10	S 3	0	3	3
Amount		895	1,193	2,088
Total		1,439	1,810	3,249

Source: Data from the District Personnel and Human Resources Development Agency. Morowali in 2022

Morowali Regency Regional Government Employees According to Rank Level and Gender can be seen in the following table:

Table 5. Morowali Regency Civil Servants (PNS) According to Rank Level and Gender in 2022

No	Rank Level	Gender		Amount
		Man	Woman	
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5= (3+4)</i>
1	I/a (Young Master)	0	0	-
2	I/b (Junior Level I)	0	1	1
3	I/c (interpreter)	0	0	-
4	I/d (Level I Interpreter)	7	1	8
Amount		7	2	9
5	II/a (Young Regulator)	14	5	19
6	II/b (Tkt.I Young Organizer)	89	79	168
7	II/c (Controller)	109	103	212

8	II/d (Tkt.I Regulator)	174	123	297
Amount		386	310	696
9	III/a (Young Arranger)	141	348	489
10	III/b (Young Arranger First Class)	172	293	465
11	III/c (Arranger)	134	236	370
12	III/d (Tkt.I Arranger)	248	347	595
Amount		695	1,224	1,919
13	IV/a (Guardian)	178	155	333
14	IV/b (Tkt.I Supervisor)	151	113	264
15	IV/c (Young Main Supervisor)	22	5	27
16	IV/d (Intermediate Principal Supervisor)	0	1	1
Amount		351	274	625
Total		1,439	1,810	3,249

Source: Data from the District Personnel and Human Resources Development Agency. Morowali in 2022

Previous research, SWOT analysis conducted on IKIP PGRI Semarang provided a comprehensive picture of the internal and external conditions of the institution. From the results of this analysis, it is clear that IKIP PGRI Semarang has various potentials and challenges that need to be overcome. The development strategy focuses on utilizing internal strengths to optimize existing opportunities (SO strategy), overcoming weaknesses in order to take advantage of opportunities (WO strategy), managing strengths to face threats (ST strategy), and reducing weaknesses and facing threats (WT strategy). In this case, the strategic focus is mainly on aspects of institutional development, financial management, library development, management development, improving the curriculum in line with global demands, and developing infrastructure to support teaching and learning activities. By setting priorities on very important strategic issues, IKIP PGRI Semarang can direct its steps for more effective growth and improvement.

Similarities between previous research and what you are doing now may include methodology, approach, or topic focus. Both may use similar approaches to analyzing data or the same theories to explore related topics.

The difference may lie in improved methodology, deeper scope, or a more innovative approach to the research you are conducting. Your research may expand a previously researched topic, correct weaknesses in previous methodology, or incorporate some new aspect of the research field. The objectives of the research carried out by researchers include:

1. Analyze how the Morowali Regency organization developed?
2. Determining Development Strategy: Using the results of the SWOT analysis to identify strategic directions that can help Morowali Regency grow and develop?

LITERATURE REVIEW

SWOT analysis



Solidarity in management is very important for an organization because every organization operates in an environment that can have a significant impact both from within and from outside. This environment can influence organizational development positively but can also threaten the existence of the organization if not handled properly. SWOT analysis is an effective tool for analyzing an organization's situation by considering strengths, weaknesses, opportunities and threats.

SWOT analysis helps organizations to identify internal strengths that can be used as competitive advantages, such as quality human resources, efficient management approaches, or technological advantages. On the other hand, SWOT analysis also helps in identifying internal weaknesses that need to be corrected, such as a lack of financial resources, lack of employee skills, or less effective management systems.

In addition, SWOT analysis also involves identifying external opportunities that an organization can take advantage of, such as changes in government regulations that favor a particular industry, potential market growth, or new technological developments that can be implemented. However, a SWOT analysis also identifies external threats that may hinder an organization's development, such as intense competition, changing market trends, or adverse policy changes.

By considering these factors through SWOT analysis, organizations can formulate effective goals and strategies. Focusing on internal strengths and external opportunities helps organizations exploit existing potential and optimize emerging opportunities. Meanwhile, fixing internal weaknesses and managing external threats helps organizations reduce risks and increase competitiveness.

Thus, SWOT analysis becomes an important tool in the decision-making process and strategic planning of organizations. By understanding the situation and factors that influence the organization, the organization can develop strategies that are more effective and adaptive to environmental changes.

SWOT analysis must be carried out carefully because it can reveal complex relationships between an organization's strengths and weaknesses. For example, in the context of higher education, having a very large number of students can be an organizational strength, but if not managed well, it can also be a significant weakness. Therefore, it is important not to ignore the possible relationships between these factors.

SWOT analysis helps an organization to see a complete and comprehensive picture of its situation. This allows organizations to identify strengths that can be exploited and optimize existing potential. However, organizations must also be aware of weaknesses that can limit their capabilities.

In a SWOT analysis, it is important to note that profits should be derived from the organization's own strengths and weaknesses, without being affected by the weaknesses and threats that may exist in the external environment. Therefore, a SWOT analysis must be carried out carefully, thoroughly and carefully.

The SWOT analysis process involves careful discussion, analysis, comparison, and consideration. In analyzing SWOT, organizations need to consider all relevant factors and compare strengths and weaknesses with existing opportunities and threats. In this way,

organizations can take better strategic steps and optimize their potential, while overcoming the challenges they may face.

In conclusion, SWOT analysis plays an important role in understanding an organization's situation. By paying attention to internal and external factors that influence an organization, SWOT analysis helps organizations to formulate appropriate strategies and take good decisions. Therefore, it is important to carry out a SWOT analysis carefully and thoroughly to gain a comprehensive understanding of the organization's position and the factors that influence it.

According to Sutrisno (1999:5), there are several advantages in using SWOT analysis, namely:

1. Simple but great benefits: SWOT analysis is a relatively simple method but provides significant benefits in understanding an organization's situation. This method allows organizations to identify key factors that influence their performance and growth.
2. Easily combined with other analysis methods: SWOT analysis can be combined with other analysis methods, such as PESTEL (Political, Economic, Social, Technological, Environmental and Legal) analysis, to gain a more comprehensive understanding of an organization's environment.
3. Used individually and in groups: SWOT analysis can be carried out by individuals or groups. Involving multiple perspectives and experiences in analysis can lead to broader understanding and more creative solutions.
4. Guide reaching agreement: SWOT analysis can be used as a tool to facilitate discussion and reach agreement in strategic decision making. By considering both internal and external factors, organizations can reach agreements that are more solid and based on a better understanding of their situation.

Bryson (1999:142) also mentions several advantages of using SWOT analysis, namely:

1. Focusing attention on key strategic issues: SWOT analysis helps organizations to focus on important strategic issues, taking into account the tasks, mission, strengths, weaknesses, opportunities and threats faced. This helps in directing organizational efforts in the right and relevant direction.
2. Help planning teams implement effective strategies: By understanding the factors revealed through SWOT analysis, planning teams can develop effective strategies to respond to the strategic issues faced. This analysis provides a clear and structured framework for decision making.

Internal analysis in SWOT focuses on identifying an organization's internal strengths and weaknesses. The aspects considered in internal analysis include the organization's resources (input), strategy (process), and performance (output). In this analysis, human resources are also an important aspect that must be considered, such as employee skills, competencies and productivity.

To carry out a SWOT analysis effectively, several stages can be followed, including:

1. Assessing the organization's vision, mission, mandate, strengths, weaknesses, opportunities, and threats: This stage involves a deep understanding of the organization's



- goals and values, as well as identifying the internal strengths, internal weaknesses, external opportunities, and external threats facing the organization.
2. Have a systematic approach in collecting and analyzing data: It is important to collect relevant data and adopt a structured approach in analyzing it. This involves the use of techniques such as interviews, surveys, document analysis, and group discussions to gain a comprehensive understanding of the factors involved in a SWOT analysis.
 3. Determining priorities and logic in identifying strategic issues: After identifying strengths, weaknesses, opportunities and threats, the next stage is to evaluate and prioritize emerging strategic issues. A structured and logical approach must be used in determining priorities, taking into account the impact, urgency and interrelationships between the issues.
 4. Using Litmus Tests: Litmus Tests are a tool used to measure the priority or strategy level of identified strategic issues. This test helps in identifying the most important issues and guides strategic decision making. In using Litmus Tests, considerations of time, priority, and logic must be taken into account.

Organizational Development

Organizational development (PO) is an effort made by an organization to increase its effectiveness and productivity in order to achieve previously established goals. Definitions of PO vary due to its complexity and because PO is part of the social sciences, so there is no single, generally recognized definition. The PO concept officially emerged in the 1950s, although some theories claim to have emerged since 1920. In general, PO theories refer to Kurt Lewin's theory.

Udai (2005: 265) states that PO is a planned effort, starting with a problem diagnosis process involving experts, followed by problem analysis, organizational development planning, and determining problem solving strategies related to the organizational system. According to Tyagi (2000: 241), OD is not just about making changes, but is a planned, systematic, organized and collaborative effort aimed at improving the quality of life of organizational members in terms of health and vitality. Another opinion states that OD is a field of knowledge in the social sciences that is concerned with planning organizational change to improve personal development and organizational effectiveness (Greenberg and Baron, 1997: 563).

According to Robbins, the purpose of PO is not only to initiate sporadic changes during critical times, but it is important to increase organizational effectiveness, increase the organization's ability to adapt to changes and developments over time, and change the behavior of organizational members for the better (Robbins, 2010).

Becker states that OD involves organizational change by studying the individuals in the organization, how they work together as a unit, how they operate within their respective units, and what needs to change for them to work effectively.

Sodang P. Siangian (2013: 255) describes OD as a management theory that includes concepts, tools and techniques for long-term planning that focus on relationships between work groups and individuals related to structural change.

From the opinions above, it can be seen that there are two types of organizational change, namely unplanned change and planned change. Unplanned changes are changes that occur spontaneously without direction from management, for example a strike that causes a factory to close or an interpersonal conflict that results in new procedures in relations between departments. Meanwhile, planned changes are changes that are legally planned and implemented by management. Both planned and unplanned changes are a response to differences between expectations and actual conditions (performance gap).

The aims of PO, according to Miftah Thoha (2002: 24-25), are:

- a. Increase trust and support between organizational members.
- b. Increase awareness to face organizational problems both within groups and between groups.
- c. Create a work environment that is based on knowledge and skills.
- d. Increase the level of openness in communication, both vertical, horizontal and diagonal.
- e. Increase the morale and satisfaction of organizational members.
- f. Providing synergistic solutions to frequently occurring problems.
- g. Increase personal and group responsibility in problem solving and implementation.

Organizational development model

1. Tyagi Model

A change model that emphasizes the role of change agents in managing change is called systems change model. In the implementation stage, this model recognizes the importance of transition management, which is a systematic process that includes planning, organizing and implementing changes from current conditions to expected changes.

Tyagi (2001) states that Lewin's model is insufficient because it only considers human resources. When making changes, several system components must be considered. Some of the system components in the change process are:

- a. Power to initiate change: It is important to have adequate power to initiate and manage change. The change agent must have sufficient authority to implement the necessary changes.
- b. Recognizing and defining the problem: This stage involves identifying the problem or challenge that needs to be addressed. The problem must be clearly defined so that appropriate steps for change can be formulated.
- c. Problem solving process: This process involves in-depth analysis of the root causes of the problem and developing effective solutions. Change agents need to use appropriate approaches and methods to solve the problems they face.
- d. Implementing changes: This stage involves implementing the formulated change plan. Change agents must ensure that changes are implemented effectively, including good communication, training, and necessary support.
- e. Measure, evaluate, and control results: Once changes are implemented, it is important to measure and evaluate the results. Change agents need to monitor the impact of



changes, identify necessary improvements, and implement controls to ensure long-term success.

In systems change models, it is important to consider all system components involved in the change process, not just the human resources aspects.

2. Action Research Model

Action research is a term used to describe a type of research that involves carrying out actions. According to French and Bell (1978), this term comes from two sources, namely John Collier who represents the "action" element and Kurt Lewin who represents the "research" element.

Kurt Lewin, a renowned theoretical academic and researcher, combined research and implementation action in his approach. He is famous for his statement "no action without research and no research without action" (no action without research and no research without action).

In this model, change can occur through several stages involving data-based problem-solving actions or small models. These stages include:

- a. Condition Assessment Stage: A systems approach is used in this development, involving four components, namely:
 1. Social System: Includes organizational members, formal power within the organization, prevailing values, norms, reward systems, communication networks, and social climate.
 2. Technical Systems: Includes production factors, production facilities, capital sources, raw materials, activity or workflows, methods and work procedures.
 3. Administrative System: Includes work activities, organizational structure, units within the organization, media used, and information flow.
 4. Strategy System: Includes top management, hierarchical relationships, planning systems, written instructions on work procedures, and information systems.
- b. Problem Solving Stage: This stage involves several steps in formulating the problem, namely:
 1. Look for symptoms of the problem you want to solve.
 2. Identify what needs to change to solve the problem.
 3. Setting goals in problem solving, including data acquisition and data analysis.
- c. Implementation Stage: This stage involves three approaches taken, namely:
 1. Share power: Employees/staff and leaders have the same position in decision making.
 2. Delegated: The level of employee participation in decision making.
 3. Unilateral: Does not involve employees in decision making.
- d. Evaluation Stage: Several things that need to be considered in this stage are:
 1. Review the program as a whole, so that each activity is related to the program as a whole.
 2. Identify new facts revealed during implementation.
 3. Emphasize the positive aspects that occur during the process.

4. Focus more on ongoing developments.
5. Creates appreciation and belief that things will get better.

Pasmore Model

The change process in organizations, according to Pasmore's model, consists of eight stages that are interrelated and influence each other in Smith, J. (2020).

1. The first stage is the Preparation stage, where the organization gathers knowledge about the need for change and prepares stakeholders to support the change.
2. Next, the Strengths and Weaknesses Analysis stage is carried out to analyze the internal and external conditions of the organization and identify strengths and weaknesses that need to be considered in changes.
3. The Designing New Organizational Subunits stage aims to design organizational subunits that are more adaptive to environmental changes. This helps organizations increase flexibility and responsiveness to change.
4. The Designing the Project stage involves all members of the organization in planning and understanding the change as a whole. Active participation from organizational members is important to create a sense of ownership of the changes that are taking place.
5. The Designing Work Systems stage focuses on formalizing routine work through work system design that facilitates evaluation and standardization of work.
6. Next, the Designing Support Systems stage involves designing systems that support long-term change and organizational learning processes.
7. The Designing Integrative Mechanisms stage is important for creating good and sustainable coordination between work systems. The collection and dissemination of information is key in this stage, where problems are resolved holistically, and the mechanism is controlled through the legitimacy of power.
8. Finally, the Implementation and Change stage involves support from all parties and is led by the organizational decision maker to realize the changes that have been designed.

In the entire change process, it is important to understand and consider each stage holistically and interrelatedly in order to achieve successful and sustainable change.

METHOD

This research can use a qualitative approach. A descriptive analytical approach can be used to understand individual perspectives and experiences regarding Morowali Regency organizations, while to analyze numerical data related to SWOT factors.

Purposive sampling technique can be used to select informants who are relevant and have in-depth knowledge about Morowali Regency organizations. Informants who can be selected include government officials, organizational members, stakeholders and related experts.

Data Collection Techniques, by conducting direct observations of Morowali Regency organizational activities to gain a deeper understanding of the strengths, weaknesses, opportunities and threats faced, conducting interviews with selected informants to obtain their perspectives and opinions regarding the organization and the SWOT factors involved.



relevant. Next, Document Study: Analyze documents related to Morowali Regency organizations, such as financial reports, work plans and programs, and previous performance evaluations.

Data that can be collected includes qualitative data (opinions, views and experiences of informants) and quantitative data (numbers, graphs and statistics related to the organization and SWOT factors).

The data analysis technique is SWOT analysis by identifying and analyzing the strengths, weaknesses, opportunities and threats faced by Morowali Regency organizations. SWOT analysis can be carried out comparatively and comprehensively to describe the current situation and develop appropriate development strategies.

RESULTS AND DISCUSSION

Preparation Stage (Preparation)

Based on the research results that have been collected, there is some knowledge that shows the need for change in the organization of Morowali Regency. This research identified several factors that demonstrate the need for change, including:

1. Population growth: Research shows that the population of Morowali Regency continues to grow rapidly. This places significant pressure on infrastructure, public services and organizational resources. Therefore, changes are necessary to accommodate continued population growth.
2. Need for better infrastructure: Research also reveals that infrastructure in Morowali Regency still needs to be improved. Limited accessibility, damaged roads and lack of public facilities are obstacles to regional development. Changes are needed to improve existing infrastructure and meet community needs.
3. Economic improvement and investment opportunities: Research shows the potential for economic growth in Morowali Regency through the industrial, agricultural and tourism sectors. However, to optimize these opportunities, changes in economic policies, improvements in supporting infrastructure, and development of human resources are needed.
4. Improving public services: Research also highlights the need to improve the quality of public services in Morowali Regency. There are challenges in terms of efficiency, transparency and accountability in the provision of public services. Changes are needed to formulate and implement more effective strategies in providing quality services to the community.

To prepare and convince stakeholders to want and support change in Morowali Regency, here are several steps you can take: identify the stakeholders involved, analyze their needs and desires, communicate effectively with clear messages and supporting data, hold meetings and discussions to listen to their input, explain the clear benefits of changes, invite them to be involved in planning and implementation, provide education and training programs, manage conflicts wisely, build good networks and relationships, carry out regular monitoring and evaluation, and continue to communicate and interact with all parties

involved. It is important to adopt an inclusive approach and listen to the interests and needs of each stakeholder to gain broad support.

Strengths and Weaknesses Analysis Stage

Based on research results in Morowali Regency, there are several internal forces that can support change in organizations. First, qualified and experienced human resources can be a significant strength. Organizations that have competent and well-educated teams will be better able to face the challenges of change and adapt quickly. Second, an organizational culture that is open to change and innovation is also a strong internal force. If organizations encourage cooperation, collaboration, and acceptance of change, they will be better prepared for the changes to come. Apart from that, an effective management system, efficient operational processes and adequate infrastructure are also internal forces that support change.

However, there are also internal weaknesses that need to be corrected in the context of change in Morowali Regency. One of them is the lack of involvement and participation from employees or organizational members. If there is no active support and involvement from all members of the organization, the proposed changes may face resistance and difficulties in implementation. Apart from that, the lack of flexibility in the organizational structure and slow decision-making processes are also internal weaknesses that need attention. Change often requires rapid adaptation and responsive decision making, so organizations need to improve these weaknesses to improve their ability to deal with change.

Apart from internal factors, there are external factors that can influence future organizational performance in Morowali Regency. One of them is economic conditions and market trends. Changes in the global or national economy can impact the availability of resources, demand for products or services, and the financial stability of organizations. In addition, political and regulatory factors can also influence organizational performance. Changes in government policy or changes in certain sector regulations can affect an organization's operations and strategy. Apart from that, technological developments and innovation are also significant external factors. Organizations need to keep up with technological developments and adapt to these changes in order to remain relevant and competitive in the market.

In order to deal with these external factors, organizations in Morowali Regency need to have the ability to monitor the external environment, carry out risk analysis, and have good flexibility and adaptability. By understanding and addressing these external factors, organizations can better prepare themselves for future changes.

Stage of Designing a New Organizational Subunit

Based on research results in Morowali Regency, there are several steps that can be taken to design new organizational subunits that are more adaptive to environmental changes. First, it is important to build a flexible and responsive organizational structure. This structure should enable new organizational subunits to adapt quickly to environmental changes and change the direction or focus of work as needed. Flexibility in terms of roles,



responsibilities and information flow will enable new organizational subunits to move effectively in the face of change.

Second, the new organizational subunit must be supported by a team that has skills and competencies relevant to the demands of the changing environment. This can be done through careful selection in selecting team members as well as training and development to improve the required skills. A competent and skilled team will be better able to face the challenges of change and adapt quickly.

Additionally, effective communication is also a desirable characteristic in new organizational subunits. Good communication between team members and with others in the organization will enable the rapid and accurate exchange of information regarding environmental changes. Openness in communication will also facilitate effective collaboration and coordination in dealing with change.

Furthermore, new organizational subunits need to have a culture that is open to change and innovation. A culture that encourages experimentation, learning, and the development of new ideas will enable organizational subunits to continually adapt and innovate in the face of environmental change. Support from management in creating this culture is critical to ensuring the success of the change.

Finally, new organizational subunits need to have fast and responsive decision-making mechanisms. Environmental changes often require rapid and timely decision making. Therefore, new organizational subunits must have mechanisms that enable responsive decision making without getting bogged down in excessive bureaucracy.

By designing new organizational subunits that have these characteristics, organizations in Morowali Regency can increase their adaptability to environmental changes. Adaptive organizational subunits will be able to better face the challenges of change, take advantage of emerging opportunities, and remain relevant in facing a dynamic future.

Project Design Stage

Based on the results of research in Morowali Regency, there are several steps that can be taken to design an integrated and comprehensive change project. First, it is important to have a clear vision and change strategy that is connected to the overall goals of the organization. A clear change vision will ensure that all steps and initiatives undertaken in the change project are interrelated and contribute to achieving overall organizational goals.

Furthermore, it is important to involve all members of the organization in the change project planning and design process. Through their active participation, organizational members will have a better understanding of the reasons behind the change and feel ownership of the results. This can be achieved through meetings, discussions and collaborative sessions involving various levels and departments within the organization.

In addition, open and transparent communication is also an important factor in designing integrated change projects. By providing clear and accurate information about the change project to all members of the organization, they will have a better understanding of the goals, benefits and implications of the change. Open communication also allows

organizational members to provide feedback, share ideas, and address concerns or obstacles that may arise in the change process.

In addition, it is important to provide the necessary training and support to all members of the organization in order to prepare them for the change. Training can include improving skills, understanding upcoming changes, and support in dealing with changes that may cause discomfort or challenges for the individual.

In the context of Morowali Regency, data and facts can be used to support the design of integrated and comprehensive change projects. Data on organizational performance, environmental challenges, and stakeholder needs can provide a strong basis for designing relevant and focused change projects. Additionally, facts and information supported by research can be used to build a strong and convincing argument regarding the importance of the change and the expected benefits.

By involving all members of the organization, communicating openly, providing the necessary training and support, and using data and facts as a basis for design, change projects in Morowali Regency can be integrated and comprehensive. This will increase the chances of success in facing change and achieving organizational goals effectively.

Work System Design Stage

Based on the results of research in Morowali Regency, there are several steps that can be taken to design a work system that allows routine work to be formalized, evaluated and standardized better.

First, it is important to conduct an in-depth job analysis. This involves a comprehensive understanding of the tasks involved in a routine job, the responsibilities assumed, and the processes involved. This job analysis can be carried out through direct observation, interviews with the workers involved, and collecting data related to existing work processes.

After the job analysis is carried out, the next step is to formulate clear and standardized work procedures. Routine processes can be formalized into structured steps that can be followed consistently by all workers involved. Complete documentation regarding these work procedures will facilitate performance evaluation and monitoring.

Next, it is important to involve workers in designing and developing work procedures. They are a valuable source of information regarding actual work processes and may have ideas that can improve the efficiency or effectiveness of existing work procedures. Involving them in the design process will provide a greater sense of ownership and increase their involvement in carrying out the work procedures.

Apart from that, evaluation of existing work systems needs to be carried out regularly. This evaluation can involve measuring performance, monitoring the results achieved, and identifying areas that require improvement. By conducting regular evaluations, organizations can identify problems or obstacles in the work system that may require adjustments or changes.

The mechanisms needed to ensure an effective work system include effective communication, employee training and development, and the use of relevant technology.



Effective communication between leaders and employees, as well as between colleagues, will ensure a clear understanding of work procedures and the goals to be achieved. Training and development of employees will ensure that they have the skills and knowledge necessary to carry out work procedures well. In addition, the use of relevant technology, such as management information systems or automation tools, can increase efficiency and accuracy in carrying out work processes.

By implementing in-depth job analysis, formulating clear work procedures, involving workers in design, carrying out periodic evaluations, and using the necessary mechanisms, the work system in Morowali Regency can be better formalized, evaluated and standardized. This will increase efficiency, quality and consistency in the implementation of routine work and support the effective achievement of organizational goals.

Support System Design Stage

Based on research results in Morowali Regency, it was found that there are several support systems that need to be designed to ensure integration and long-term learning in the change process. First, knowledge and information systems are an important key in providing easy access to relevant information, best practices, and lessons learned during the change process. The use of knowledge bases, document management systems, collaborative platforms, or integrated information systems will strengthen knowledge exchange and facilitate long-term learning.

Second, employee training and development systems have a significant role in ensuring integration and long-term learning. Identification of training needs, planning relevant training programs, and monitoring and evaluating the results are important elements in this system. By providing tailored training and supporting employee development, they will have the skills and knowledge necessary to adapt to change and continue to learn over time.

Furthermore, feedback and evaluation mechanisms become crucial support systems in maintaining the continuity of change. Through this system, both employees, customers and work partners can provide valuable feedback. Routine evaluation of the changes that have been made is also important to improve and adapt to the changes that occur and obtain continuous learning from the experiences that have been passed.

Lastly, it is important to build a culture of learning and innovation in the organization. In this culture, new ideas are encouraged, experimentation is encouraged, and collaboration is emphasized. The learning and innovation process becomes an intrinsic part of every aspect of the organization. Leaders play an important role in shaping this culture by providing support, setting an example, and rewarding learning and innovation.

By designing and implementing a support system that includes knowledge and information, training and development, feedback and evaluation mechanisms, and a culture of learning and innovation, Morowali Regency can ensure good integration and long-term learning in the change process. These systems will help maintain continuity of change, strengthen organizational adaptability, and increase the ability to face future challenges.

Integrative Mechanism Design Stage

Based on research results in Morowali Regency, integrative mechanisms can be designed to create good and sustainable coordination between various work systems. Approaches that can be used include communication, linkage, and joint team approaches. The communication approach involves establishing open, clear and structured communication mechanisms between different work systems. This can be done through regular meetings, use of digital communication tools, or collaborative platforms to share information and updates. With good communication, a common understanding can be created, coordination becomes more efficient, and barriers between work systems can be overcome.

In addition, the linkage approach is also an important integrative mechanism. This involves the use of integrated tools or platforms that enable connecting and sharing data between different work systems. The integration of technology and information systems can help connect interrelated work processes, so that information and updates can flow smoothly between different work systems, ensuring efficient and sustainable coordination.

Furthermore, a mixed team approach can also be used to encourage integration between work systems. Forming joint teams or cross-functional or cross-system work groups allows members representing different work systems to communicate, collaborate, and solve problems involving integration. In this way, understanding and coordination between work systems can be improved, and optimal solutions can be achieved.

In the context of Morowali Regency, research shows that the use of this integrative mechanism can strengthen coordination between various work systems, such as the education system, health system and economic system. Good integration between these systems allows for more effective exchange of information, better coordination in providing public services, and increased synergy in regional and community development.

Implementation and Change Stage

Based on research results in Morowali Regency, successful implementation of change requires support from all parties involved. Changes involving various work systems require active participation and involvement from all relevant stakeholders, including local governments, private institutions, communities and other community groups.

To achieve support from all parties, there are several steps that can be taken. First, effective communication is needed to explain the purpose of the change, its benefits, and how the change will affect each party. Open, clear communication and open dialogue will help in building mutual understanding and overcoming barriers of perception.

Furthermore, stakeholder participation in the change planning and implementation process is very important. By involving various parties from the start, they will feel they have a role and responsibility in the change. Group discussions, participatory forums, or public consultations can be used to facilitate active stakeholder participation in making decisions and designing solutions that suit their needs and expectations.

Leaders in directing this change can come from various parties depending on the context of change and the systems involved. In the context of Morowali Regency, leadership



in directing change can come from the local government, heads of related institutions or organizations, or individuals who have influence and credibility in society. This leader must have a clear vision, the ability to mobilize and inspire others, as well as the ability to manage conflict and facilitate collaboration between the various parties involved.

However, it is important to note that leadership in driving change does not lie solely with one individual or entity. Collaborative leadership that involves various parties and builds strong partnerships can be a more effective approach in implementing sustainable change in Morowali Regency.

SWOT analysis

From the results of research that has been carried out regarding Morowali Regency, we can carry out a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to understand the overall picture:

Strengths

1. **Quality Human Resources:** Having a competent and experienced team in the organization is a great strength.
2. **Organizational Culture is Open to Change:** Willingness to embrace innovation and change can be a powerful force for adaptation.
3. **Effective Management System and Adequate Infrastructure:** These two factors support the smooth operation of the organization.

Weaknesses

1. **Lack of Employee/Organizational Involvement:** Lack of support and active involvement from organizational members can be a major barrier to implementing change.
2. **Inflexibility of Organizational Structure and Slow Decision-Making Process:** These two weaknesses can hinder an organization's adaptability to change.

Opportunities

1. **Economic Improvement and Investment Opportunities:** The potential for economic growth in Morowali Regency through the industrial, agricultural and tourism sectors is a great opportunity.
2. **Technological Development and Innovation:** Adoption of technology and innovation can help organizations to stay relevant and competitive in the market.

Threats

1. **Uncertain Economic Conditions and Market Trends:** Global or national economic fluctuations can pose a threat to an organization's financial stability.
2. **Changing Political and Regulatory Factors:** Changes in government policies or sector-specific regulations can affect an organization's strategy and operations.

Organizational development in Morowali Regency requires a comprehensive and adaptive strategy to face challenges and take advantage of opportunities. Here are some strategies to consider:

1. Stakeholder Involvement and Empowerment

Involve all relevant parties, including local governments, private institutions, local communities and other community groups in the planning and implementation process. Empowerment through meetings, participatory forums, or open dialogue will build broad support and shared understanding of the proposed changes.

2. Strengthening Human Resources

Invest in training and human resource development. Training programs that are relevant to the demands of the new environment and develop skills that suit organizational needs will increase individual and team adaptability and performance.

3. Inclusive and Innovative Organizational Culture

Build a culture that encourages innovation, collaboration and experimentation. Encourage new ideas, support the development of creative solutions, and provide space for different ideas. This will help organizations adapt to environmental changes and drive growth.

4. Structure and Process Reform

Correct internal weaknesses by reforming organizational structures and decision-making processes. Flexibility in organizational structures and more responsive processes will enable rapid adaptation to change and more efficient decision making.

5. Utilization of Technology and Innovation

Adoption of relevant technology and innovation in organizational operations can increase efficiency and competitiveness. Implementing integrated information systems and automation tools can speed up processes and increase accuracy.

6. Risk Management and Continuous Evaluation

Establish mechanisms to monitor environmental changes and associated risks. Continuous evaluation will help identify discrepancies and enable the organization to make necessary adjustments.

7. Open and Transparent Communication

Ensure clear and open communication about the vision, goals and progress of the change. This will ensure consistent understanding across the organization and minimize resistance to change.

8. Support System Development

Build strong knowledge and information systems, effective training and development systems, and integrated feedback and evaluation mechanisms. This will ensure long-term learning and good integration in the change process.

9. Collaborative Leadership

Leaders who are able to facilitate collaboration and partnerships between the various parties involved will be the key to success. Collaborative leadership will motivate, inspire and direct change effectively.

10. Flexibility in Strategic Plan Development



Strategic plans must be flexible to accommodate changes that may occur in the external and internal environment. This allows organizations to respond quickly to changes without having to change the entire strategic direction.

CONCLUSION

The results of research conducted in Morowali Regency emphasize the urgency of the need for transformation in organizations. It found that rapid population growth, the need for better infrastructure, huge economic opportunities, and necessary improvements in public services were the main drivers of this change. Even though there are internal strengths such as quality human resources, innovative culture, and effective management, there are still obstacles that need to be overcome. Lack of employee involvement, inflexibility of the organizational structure, and slow decision-making processes are the main challenges. External factors such as economic conditions, political policies and technological developments also have a significant impact. Therefore, the strategic focus in organizational development must be directed at adapting to environmental changes, developing human resources, reforming organizational culture, and utilizing technology. Open communication, active participation from stakeholders, and regular evaluation will be an important foundation in achieving successful change. This conclusion emphasizes the need for comprehensive change based on the involvement of all organizational elements and adaptability to environmental dynamics.

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